

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300090001-3

*No DTR COPY OF END-OF-COURSE
REPORT HAS BEEN FOUND
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MIDCAREER COURSE

NO. 34

OPENING DAY

USIB Conference Room

PHASE I

THE MANAGERIAL GRID

[REDACTED]

25X1A

PHASE II

THE AGENCY

[REDACTED]

25X1A

and

Washington Area Installations

Opening Day 1 November 1972

Phase I 5-10 November 1972

Phase II 12 November-1 December 1972

MIDCAREER COURSE

NO. 34

CHAIRMAN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

CO-CHAIRMEN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

TRAINING ASSISTANT:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

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FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of management practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government, especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components.

The 34th running of the Course will have an experimental one-week block of instruction on Management Science at the end of Phase II.

During the final portion of the Course, Phase III, attention is focused primarily upon the activities of certain other organizations in the Intelligence Community, major developments and trends in World Affairs, and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

MIDCAREER COURSE OBJECTIVES



1. To inculcate pride in the professionalism of the Agency and its work.
2. To widen perspectives beyond one's own job and experience.
3. To create team spirit through greater knowledge of the missions, functions, personnel and problems in other offices.
4. To provide greater knowledge of other Community agencies.
5. To provide greater knowledge of international affairs and domestic matters as they pertain to foreign relations.
6. To provide new insights into managerial styles and problems.
7. To remotivate mid-grade officers for taking on new responsibilities.

25X1A

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WEDNESDAY, 1 November 1972
(USIB Conference Room, 7E-26)

INTRODUCTION TO THE COURSE

1300 Registration

1315-1415 Introduction to the Course

██████████
Chairman
Midcareer Course
SIWA/OTR

25X1A

██████████
Co-Chairman
Midcareer Course
SIWA/OTR

25X1A

██████████
Co-Chairman
Midcareer Course
SIWA/OTR

25X1A

1500 Welcoming Address

William E. Colby
Executive Director-Comptroller

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PHASE I
THE MANAGERIAL GRID

Sunday, 5 November 1972

	1515	Arrival [REDACTED]	25X1A
25X1A	1545	Welcome [REDACTED] and Security Briefing (Please convene in Classroom 11-- CR-11)	25X1A
25X1A	1630	Open House [REDACTED]	
	1730	Dinner (Mess Hall)	
	1830	Grid Work [REDACTED]	25X1A
		Instructors, Management Faculty	

Monday, 6 November through Thursday, 9 November 1972

0800-2200	Grid Activities (Finishing times each evening depend on the individual teams. A detailed schedule for the week will be posted in CR-11)	[REDACTED] Instructor, Management Faculty	25X1A
		[REDACTED] Instructor, Management Faculty	25X1A

Friday, 10 November 1972

0800-1200	Grid Work
1200	Lunch
1300-1430	Complete Grid Work
1430	Briefing for Phase II
1500	ETD for Drivers and Passengers

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SUNDAY, 12 November 1972

[REDACTED]

25X1A

1200-1930

Arrive at

[REDACTED]



25X1A

1630-1730

Mess Hall open for Dinner

25X1A

1730

[REDACTED] open

25X1A

1930-2130






Class convenes at [REDACTED] for
informal session and introductions








25X1A

PHASE II
THE AGENCY

MONDAY, 13 November 1972
IC, DCI, DDS&T Areas

0800-0830	Convene in Classroom (CR-11) Course Administration		
0840-0940	Reading (ONE and OER Booklets, other Handouts)		
0945-1200	"The Agency and the Intelligence Community--Developments and Prospects"	 Chief, Community Comptroller Group, Intelligence Community	25X1A
	Lunch (Normal mess operating hours 1130-1245)		
1345-1445	"The Agency's Relations with Congress"	<u>John Maury</u> Legislative Counsel	
1500-1700	"The Challenge of Change to CIA"	 Special Assistant to DD/S&T	25X1A
	Dinner (Normal mess operating hours 1700-1845)		
25X1A	1900-2100	Informal Session   <u>John Maury</u> 	25X1A 25X1A






TUESDAY, 14 November 1972
DCL, IC, DDI Areas

0800-0845	Reading		
0855-0940	Film: "National Intelligence Estimates" Theater		
0945-1045	"New Approaches to NIE's"	 Deputy Director of National Estimates	25X1A
1100-1200	"The Intelligence Community Staff and Product Improvement"	 Chief, Product Review Group, Intelligence Community	25X1A
	Lunch		
1400-1630	"Developments in Photographic Intelligence" Arena B	Arthur Lundahl Director, National Photographic Interpretation Center	
1630-1700	Review Session Planning	Red Team	
	Dinner		
25X1A	1900-2100	Informal Session   Arthur Lundahl 	25X1A 25X1A

WEDNESDAY, 15 November 1972
DDS Area

0800-0900	Review Session of First Two Days	Red Team	
0910-0940	Individual Student Presentations		
0945-1045	"Financial Operations in the Agency"	<u>Thomas Yale</u> Director of Finance	
1100-1200	"Security Considerations in Accomplishing the Agency's Mission"	<u>Howard Osborn</u> Dep. Director of Security	25X1A
	Lunch		
1345-1445	"Logistical Support of the Agency's Activities"	<u>John Blake</u> Director of Logistics	
1500-1700	"Personnel Management and Problems"	<u>Harry Fisher</u> Director of Personnel	
	Dinner (Cookin [REDACTED])		25X1A
25X1A	1900-2100	Informal Discussion [REDACTED] <u>Thomas Yale</u> <u>Howard Osborn</u> <u>John Blake</u> <u>Harry Fisher</u>	25X1A

THURSDAY, 16 November 1972
DDS Area

0800-0940	Individual Student Presentations		
0945-1045	"Records and Intelligence"	 Agency Records Management Officer	25X1A
1100-1200	"Developments in CIA Training"	 Deputy Director of Training	25X1A
	Lunch		
1315	Administration Time		
1345-1545	"The Agency's Medical Services"	<u>Dr. John Tietjen</u> Director of Medical Services	
		 Chief, Psychological Services Staff	25X1A
		 Psychiatric Staff	25X1A
		 Deputy Chief, Operations Division	25X1A
1600-1700	"The Support Services"	<u>John Coffey</u> Deputy Director for Support	
1900-2100	Informal Discussion	 <u>Dr. John Tietjen</u> <u>John Coffey</u>	25X1A

FRIDAY, 17 November 1972
DDS Area, [REDACTED]

25X1A

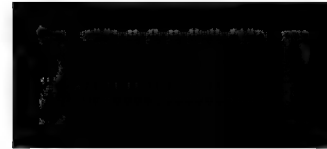
0730-1030 Travel Time

1030-1130 "Developments in Agency
Communications"

[REDACTED]
Director, Office of
Communications

25X1A

1130-1215 Demonstration of Communications
Equipment



25X1A

Lunch

25X1A

1300-1445 Briefing and Tour of [REDACTED]
Laboratory

[REDACTED]
Laboratory

25X1A

1500-1600 Special Programs Briefing

[REDACTED]
Chief, Special
Programs Staff

25X1A

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SUNDAY, 19 November 1972
Field Trip

1245 EDT Convene at Headquarters (SW Entrance)
Special Bus Leaves Headquarters
for Andrews AFB

1345-1645 Flight from Andrews AFB to Patrick
AFB, Cocoa Beach, Florida

(Orange Team will plan Review Session
of DDS block of instruction during flight)

MONDAY, 20 November 1972



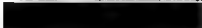
0830-1430 Briefings and Tour at NASA, Cape Kennedy

1500-1800 Flight from Patrick AFB to Andrews AFB

1815-1900 Bus to Headquarters

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TUESDAY, 21 November 1972
DDS&T Area Room 6E60

0800-0830	Individual Student Presentations		25X1A
0840-0940	"Overview of S&T in CIA"		
0945-1045	"ELINT Activities"		25X1A
1100-1200	"The Agency's Research and Development Program"		25X1A
	Lunch		
1330-1430	Review Session (DDS Area)	Orange Team	
1445-1545	"The Office of Special Projects"	 Deputy Director of Special Projects	25X1A
1600-1700	"Everything You Ever Wanted to Know About Computers--But Were Afriad to Ask"	<u>John Iams</u> Director of Computer Services	
1730-1930	Informal Discussion - Executive Dining Room (7D42)	<u>Carl Duckett</u> <u>John McMahon</u> <u>Sayre Stevens</u>  <u>John Iams</u>	25X1A 25X1A

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WEDNESDAY, 22 November 1972
DDS&T, DDI Areas

0800-0900 Individual Student Presentations
(Room 6E60)

0915-1015 "Scientific Intelligence"

██████████
Director of Scientific
Intelligence

25X1A

1030-1130 "Foreign Missile and Space
Analysis"

██████████
~~David Brandwein~~
Dep. Director of Foreign
Missile and Space
Analysis

25X1A

Lunch

25X1A 1200

Bus to ██████████

25X1A

1230-1500 "The Imagery Analysis Service"
(3N 117 - ██████████)

George Allen
Director, Imagery
Analysis Service

Tour and Visit with Analysts

1510 Bus to Headquarters

THURSDAY, 23 November 1972

HAVE A HAPPY THANKSGIVING!
(Don't eat too much)

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FRIDAY, 24 November 1972
DDP Area, [REDACTED]

25X1A

	0800	Depart West Parking, Chamber of Commerce Bldg.	
25X1A	0850	Arrive [REDACTED]	
	0900-1000	"Technical Services in Support of Operations"	[REDACTED] 25X1A
			<i>Dep.</i> Chief, Technical Services Division
	1000-1130	Tours of Laboratories	TSD Staff
		Buffet Lunch	
	1230-1500	Tours continued	TSD Staff
	1515	ETD	

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SUNDAY, 26 November 1972

[REDACTED]

25X1A

25X1A 1200-1930 Arrive [REDACTED]

1630-1730 Mess Hall open for Dinner

25X1A 1730 [REDACTED] open

25X1A 1930- Informal Discussion
[REDACTED]



25X1A

Individual Student Presentations

(Blue Team will plan Review Session
of Florida trip, DDS&T, IAS, and TSD
during evening)

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MONDAY, 27 November 1972
DDI Area [REDACTED]

25X1A

0800-1015	Individual Student Presentations	
1030-1130	"New Emphasis on Economic Intelligence"	<u>Maurice Ernst</u> Director of Economic Research
	Lunch	
1330-1430	Review Session (Florida Trip, DDS&T, IAS, TSD)	Blue Team
1445-1545	"The Agency's Responsibility in Strategic Research"	<u>Bruce Clarke</u> Director of Strategic Research
1600-1700	"CIA's Current Intelligence Role"	<u>Richard Lehman</u> Director of Current Intelligence
	Dinner	
1900-2100	Informal Session	<u>Maurice Ernst</u> <u>Bruce Clarke</u> <u>Richard Lehman</u>

25X1A

[REDACTED] Middle East -AF Div., OCI

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TUESDAY, 28 November 1972
DDI Area

0800-0940 Individual Student Presentations

0945-1045



STATSPEC

25X1A

1100-1200



Lunch

1300-1400 "Basic and Geographic Intelligence"

John Kerry King
Director of Basic and
Geographic Intelligence

1415-1515 "Where to Go for the Answers --
The Central Reference Service"

Harry Eisenbeiss
Director, Central
Reference Service






1530-1630 Individual Student Presentations

Dinner

1900-2100 Informal Session

Paul Walsh
Edward Proctor
Dep. Deputy Director for
Intelligence

WEDNESDAY, 29 November 1972
DDP Area

	0800-0830	Review Session Planning (DDI)	Green Team	
	0840-0940	Review Session (DDI)	Green Team	
	0945-1130	"Overview of the Clandestine Service"	 Chief, FI Staff	25X1A
25X1A		Lunch		
	1320-1350	Individual Student Presentation		
25X1A	1400-1520	 Activities"		25X1A
	1530-1700	"Counterintelligence Operations"	 Deputy Chief, Near East Division	25X1A
		Dinner		
	1900-2100	Informal Session		25X1A

THURSDAY, 30 November 1972
DDF Area

0800-0940 Individual Student Presentations

25X1A

0945-1145



25X1A



25X1A

Officer, Africa
Division

Lunch

1320-1350 Individual Student Presentation

25X1A

1400-1520 "Target: China"

1530-1700 "Target: Soviet Bloc"



Dinner

1900-2100 Informal Session

25X1A



25X1A

FRIDAY, 1 December 1972
DDP Area

0800-0940 Individual Student Presentations

0945-1145 "Cover: Official and Nonofficial"


Chief, Central
Cover Staff

25X1A

25X1A

1200



1315-1515 Informal Discussion

Thomas Karamessines
Deputy Director
for Plans

1530 ETD

C O N F I D E N T I A L

MIDCAREER COURSE

NO. 34

PHASE II

THE AGENCY

MANAGEMENT SCIENCE

FOR INTELLIGENCE

Defense Intelligence School

Building T-4, Room 100, Anacostia Annex

Management Science

4 - 8 December 1972

C O N F I D E N T I A L

MONDAY, 4 December 1972
(Defense Intelligence School)

0900-0940	Check In, Administration and Security
0940-1020	Introduction and Objectives
1040-1200	Management Functions and the Relevance of Management Science, What Does Information Science Have to do with Intelligence?
	Lunch (Review Session Planning - Red Team)
1300-1420	Introduction to Systems Concepts
1440-1600	Intelligence On-Line Systems
	Terminal Exercise
1600-1630	Research and Study Secure the Area

25X1A

CONFIDENTIAL

TUESDAY, 5 December 1972

0800-0900	Review Session (DDP Area)
0900-1020	Storage and Retrieval for Management Applications
1040-1200	Storage and Retrieval Exercise
	Lunch
1300-1420	Probability, Statistics and Decision Making
1440-1600	Probability, Statistics and Decision
1600-1630	Research and Study Secure the Area

~~Red Team~~



25X1A

WEDNESDAY, 6 December 1972

0830-0900	ISP
0900-0940	Analytical Reasoning
0940-1020	Decision Tree Analysis
1040-1200	Network Analysis
	Lunch
1300-1420	Bayesian Inference in Intelligence and Management
1440-1600	Bayesian Exercise
1600-1630	Research and Study Secure the Area

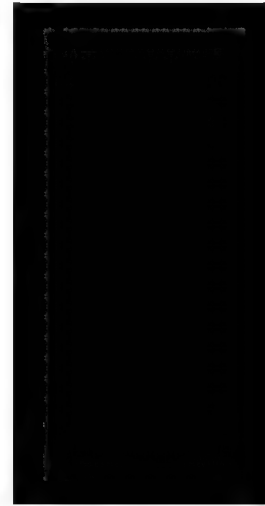


25X1A

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THURSDAY, 7 December 1972

0830-0900	ISP
0900-1020	PERT
1040-1200	Resource Allocation and Linear Programming for Management and Intelligence
	Lunch
1300-1420	Resource Allocation and Linear Programming for Management and Intelligence
1440-1600	Linear Programming Exercise
1600-1630	Research and Study Secure the Area



25X1A

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FRIDAY, 8 December 1972

0900-1020	On-Line Network Applications for Management
1040-1200	Correlation and Regression for Intelligence and Management
	Lunch (Review Session Planning - Orange Team)
1300-1520	Correlation and Regression for Intelligence
1530	Review Session (Management Science)
	Checkout



25X1A

MIDCAREER COURSE

NO. 34

PHASE III

THE INTELLIGENCE COMMUNITY

AND

WORLD AFFAIRS

Sunday - Wednesday, 10-13 December 1972

25X1A

Thursday - Friday, 14-15 December 1972
Headquarters, Room 1 E 78

Sunday - Thursday, 17-21 December 1972
Field Trip

Friday, 22 December 1972
USIB Conference Room (7 E 26)

PHASE III

10 - 22 December 1972

CONFIDENTIAL

MIDCAREER COURSE

NO. 34

CHAIRMAN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

CO-CHAIRMEN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

TRAINING ASSISTANT:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

CONFIDENTIAL

FOREWORD

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1. To inculcate pride in the professionalism of the Agency and its work.
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4. To provide greater knowledge of other Community agencies.
5. To provide greater knowledge of international affairs and domestic matters as they pertain to foreign relations.
6. To provide new insights into managerial styles and problems.
7. To remotivate mid-grade officers for taking on new responsibilities.

PHASE III
THE INTELLIGENCE COMMUNITY
AND
WORLD AFFAIRS

SUNDAY, 10 December 1972

25X1A

1630-1700

Arrival

25X1A

25X1A

1700

Open

25X1A

1800

Buffet Dinner in

1900-2100

Informal Discussion
(A-3 Day Room)

William E. Colby
Executive Director-
Comptroller

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MONDAY, 11 December 1972

				25X1A
25X1A	0830	Welcome by Chief, [REDACTED]	[REDACTED]	
25X1A		[REDACTED]		25X1A
		Building, 2nd Floor Conference Room)		
	0900-1230	"FPB in the Agency Environment"	25X1A [REDACTED]	
			Flanning, Programming and Budgeting Staff	
		Lunch		
	<i>1315-1415</i>	<i>Q and A</i>		
	1330-1430	Individual Student Presentations		
	1445-1545	"International Narcotics Control"	[REDACTED]	25X1A
	<i>1430-1530</i>	<i>Review Session</i>	Staff Coordinator for Cabinet Committee on International Narcotics Control	
	1600-1700	"The Agency's Role in Narcotics Control"	[REDACTED] Chief, NARCOG	25X1A
		Dinner		
	1900-2100	Informal Discussion (A-3 Day Room)	[REDACTED]	25X1A

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TUESDAY, 12 December 1972

25X1A

0800-0830 Individual Student Presentation

0845-1015 "The SALT Talks"


Executive Secretary,
SALT Steering Group

25X1A

1030-1200 "Current Developments and
Problems Facing the U.S.
Government in Latin America"

The Honorable
Charles A. Meyer
Assistant Secretary
for Inter-American
Affairs, Department
of State

Lunch

1300-1330 Individual Student Presentation

1345-1515 "~~Prospects for Soviet-~~
~~American Relations~~"

MAG

Carla Rethmeyer
Richard Newell
~~Helmut Sonnenfeldt~~
Senior Staff Member,
National Security Council

1530-1700 "Recent Developments in and
Outlook for Sino-American
Relations"


Richard Solomon
Senior Staff Member
National Security
Council

Dinner

1900-2100 Informal Discussion

Helmut Sonnenfeldt
Richard Solomon

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WEDNESDAY, 13 December 1972


25X1A

0845-1015 "Treasury's Role in the
Intelligence Community"

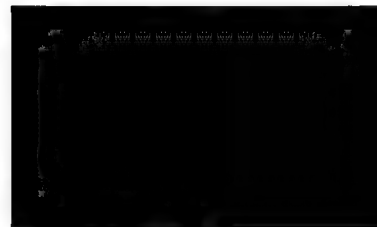
William Bray
Special Assistant for
National Security
Affairs, Department
of the Treasury

1030-1200 "The U.S. in a Changing
World Economy"

Edward Allen
Deputy Assistant
Secretary of Commerce

Lunch

1300-1600 "Vietnam Perspective"



25X1A


1615 ETD

Rep. SAVA

THURSDAY, 14 December 1972
(Headquarters, Room 1 E 78)

0815-0945 Tours: CRS and PSD

1000-1200 "The National Security Agency"

 25X1A
Deputy Assistant
Director for Production,
National Security
Agency

Lunch

1245-1415 Tours: Commo and Ops Center

1430-1630 "Soviet Strategic Capabilities"

Bruce Clarke
Director of Strategic
Research

1630-1700 Course Administration

CONFIDENTIAL

FRIDAY, 15 December 1972
(Headquarters, Room 1 E 78)

0815-0940	Tours: FSD and CRS	
0950-1115	Tours: Ops Center and Commo	
1130-1230	"The Defense Intelligence Agency"	<div style="background-color: black; width: 200px; height: 1.2em; display: inline-block;"></div> 25X1A Assistant Deputy Director for Estimates, Defense Intelligence Agency
	Lunch (Review Session Planning During Lunch -- Blue Team)	
1315-1415	Review Session (Phase III)	Blue Team
1430-1630	"How To Read A Foreigner"	<u>James Bostain</u> Scientific Linguist Foreign Service Institute, Department of State

CONFIDENTIAL

SUNDAY - THURSDAY, 17-21 December
Field Trip

Sunday, 17 December 1972

1300 EST	Convene at Headquarters (SW Entrance)
1315	Special Bus leaves Headquarters for Andrews AFB
1400-1600	Flight from Andrews AFB to Charleston AFB, South Carolina

Monday, 18 December 1972

0800-1630	Briefings and Tours Charleston Naval Base
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Tuesday, 19 December 1972

0800 EST	Depart Charleston AFB
1100 CST	Arrive Offutt AFB, Omaha, Nebraska Lunch Officers Club
1300-1700	Briefings and Tour SAC Headquarters

Wednesday, 20 December 1972

0800-0900	Tour of Command Center, SAC Headquarters
0930 CST	Depart Offutt AFB
1030 MST	Arrive Warren AFB, Cheyenne, Wyoming
1130	Lunch
1230-1700	Briefing and On-base Tour

Thursday, 21 December 1972

0800-1100	Tour of Minuteman Silo Control Site
1100-1200	Lunch
1215 MST	Depart Warren AFB
1915 EST	Arrive Andrews AFB
1930-2015	Special Bus to Headquarters

NOTE: The above Field Trip Schedule is subject to change and will
be confirmed the week before the trip.

FRIDAY, 22 December 1972
(Headquarters, USIB Conference Room, 7 E 26)

0830-0900	Review Session Planning (Field Trip)	Green Team
0900-0930	Course Administration	
0945-1145	"Inventing the Future"	<u>Richard C. Collins</u> Professor of Public Affairs and Admin- istration, Federal Executive Institute
	Lunch	
1245-1345	Review Session (Field Trip)	Green Team
1345-1445	Overall Critique	
1445	Informal Remarks	
	<u>Lieutenant General Vernon A. Walters</u> Deputy Director of Central Intelligence	
	Award of Certificates	<u>Hugh T. Cunningham</u> Director of Training